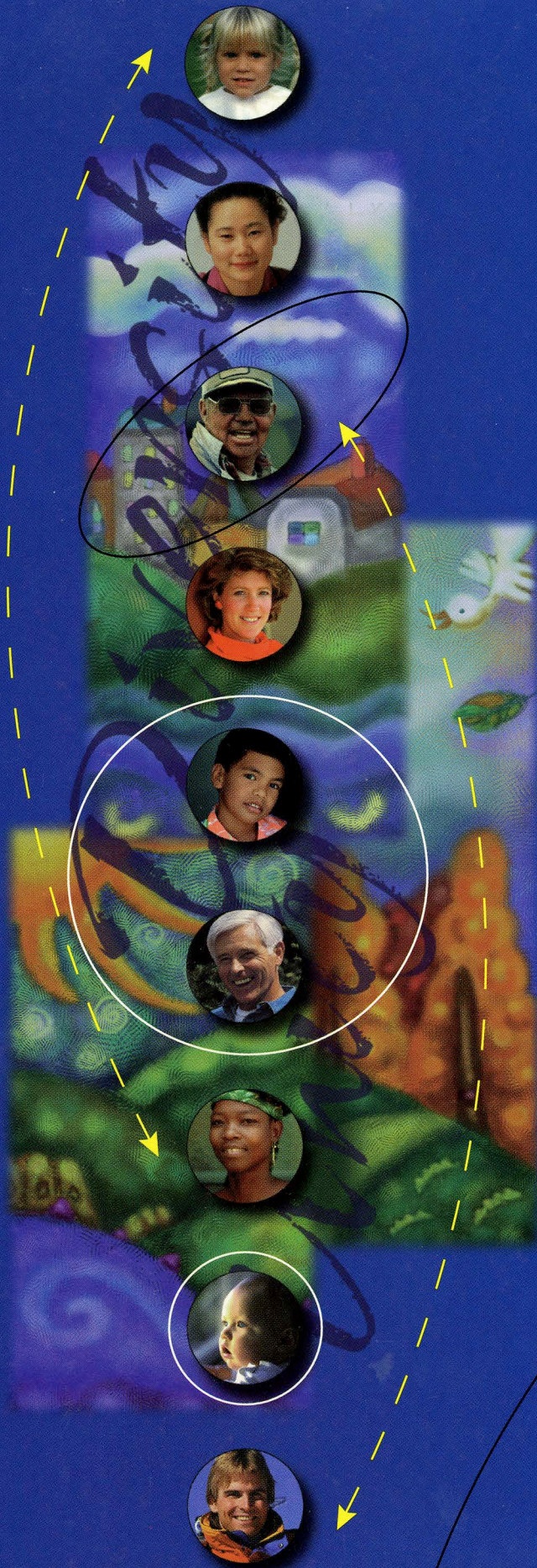


BEYOND 2000

*Directions
for Peel's Future*



Peel is a dynamic region in the heart of Ontario, with a strong economy, a diverse culture, vibrant urban centres, and extensive rural areas. Our region is one of the fastest growing in Canada.

According to the 1996 census, 853,000 people live in the region and 393,000 people work here. This population is expected to increase by almost 50 per cent in the next 25 years to 1.3 million residents.



Welcome

to the Region of Peel

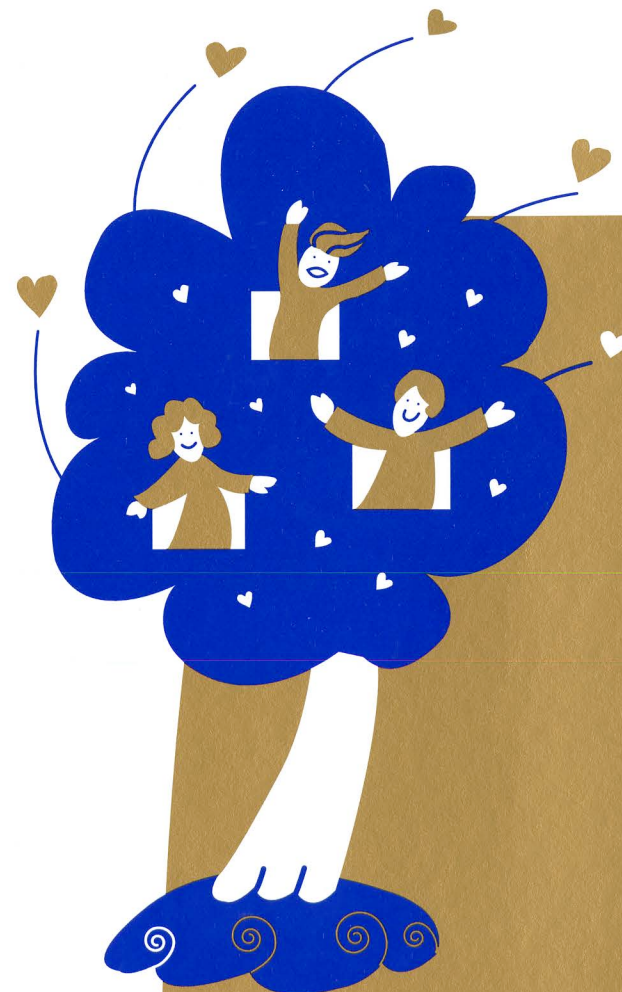
*City of Mississauga
City of Brampton
Town of Caledon*

PEEL'S REGIONAL GOVERNMENT

Peel's regional government represents the citizens of three area municipalities: the City of Mississauga, the City of Brampton, and the Town of Caledon. Twenty-one elected representatives from these municipalities and a Regional Chair make up the governing body known as Regional Council.

Regional government makes it possible to co-ordinate services that affect all three municipalities and to ensure consistent service levels, access to programs and an equitable distribution of resources.

The area municipalities, community partners and citizens play an important role in the planning and delivery of services.



OUR SERVICES

We provide essential Regional services that affect those living and working in Peel:

- Public health
- Transit for persons with physical disabilities
- Ontario Works (formerly Social Assistance)
- Regional roads
- Seniors' services
- Regional planning
- Water and wastewater
- Waste management
- Child care services
- Non-profit housing
- Heritage

We also fund additional services that are operated by others:

- Police and 911 emergency services
- Conservation authorities
- Property assessment services
- Ambulance
- GO Transit

We support these services with corporate functions such as finance, human resources, legal, information technology, communications, and the clerk's office.

These Regional services and programs are funded through taxes and utility rates. Peel leads most other Ontario municipalities in delivering programs and services efficiently and effectively. Our water rates are the lowest in the Greater Toronto Area and the cost of welfare services in Peel is among the lowest in Ontario. In 1997, the average assessed household paid \$764.75 for all of these services and programs.



In the heart of Ontario

FISCAL STRENGTH

The Region of Peel works to balance a healthy economy with responsible government by careful budgeting, strategic planning and co-ordinating resources to fund infrastructure and accommodate planned growth.

We are debt-free in all our operations and enjoy a triple-A credit rating from the bond rating agencies. This rating is due, in part, to Peel's healthy balance of non-residential and residential assessment.

The tax rate for directly controlled Regional programs has not increased since 1991 even though Peel's population grew by 150,000 in that period.

*Just over 40 per cent
of Peel's population
have come from outside
of Canada.*



EMPLOYEES ARE OUR GREATEST RESOURCE

The Region of Peel employs more than 2,400 people and Peel Regional Police employs another 1,650 people. This workforce includes a broad range of highly skilled and professional staff.

Our philosophy is one of continuous improvement and dedication to quality service. We measure our corporate performance regularly and use activity-based costing to ensure efficiency. We are a leader in the public sector for our ability to measure efficiency, customer service, and community impact for each service we deliver.

Employees are the Region's greatest resource. Employees are rewarded for their hard work and innovation through pay-for-performance incentives, our continuous improvement program, and the "Together We're Better" awards program.

Chair's Message

On behalf of Peel Regional Council and Regional staff, I am pleased to present our renewed strategic plan, *Beyond 2000: Directions for Peel's Future*.

WHY A STRATEGIC PLAN?

The Region of Peel's Strategic Plan, called *Beyond 2000: Directions for Peel's Future*, is designed to help Council, staff, citizens (everyone who lives and/or works in Peel), and our community partners review Regional services, identify priorities, and plan for the future.

The number of services that the Region must provide or pay for is increasing. More than ever before, we need a co-ordinated plan that is supported by a broad range of interests.

In 1994, Regional Council prepared its original strategic plan. Called *Towards 2000*, it was a tremendous success. We have lived up to many of the provisions of that plan by getting approval for the Regional Official Plan, achieving and maintaining a debt-free status, keeping tax and utility rate increases lower than the rate of inflation and developing a long-term strategy for waste management.

GOVERNMENT IN TRANSITION

As our relationships to federal, provincial and local governments continue to change, we need *Beyond 2000* to help us stay true to our vision for Peel. We can best ensure Peel's high quality of life in the future by sticking to principles of sustainability, including financial, social and environmental management.

This plan recognizes the crucial role of the area municipalities in our efforts to provide efficient and effective services.

The Greater Toronto Services Board (GTSB) legislation introduced in June 1998, provides an opportunity for the Region of Peel to participate in the co-ordination of inter-regional services and infrastructure, such as transit, water, sewer and waste management. It also provides a forum for ongoing discussion of the issues around the pooled costs of Ontario Works (formerly Social Assistance) and social housing. *Beyond 2000* provides the framework for our participation in the GTSB.

I hope you will find *Beyond 2000* a valuable resource as we work to provide the best service to the citizens of Peel Region.

Emil Kolb

Emil Kolb
Peel Regional Chair

HOW WE CREATED THE PLAN

Beyond 2000 was created by Regional councillors, employees and community partners to ensure that we meet the needs of our community beyond the millennium. The plan takes the best of our original plan, enhances it with what we have learned since 1994, and places a stronger emphasis on developing partnerships with all sectors of our community. We believe that the development of partnerships is vital to the continuing success of the Region of Peel in the 21st century.

STRATEGIES FOR SUCCESS

As a learning organization, we are committed to:

- ongoing consultation with our clients and partners to ensure that we are offering the best possible service;
- putting our efforts to the test of performance measurement.

To help us move toward the five goals and act on the 39 strategic directions described in the strategic plan, we have developed measures to show how we are doing. We will report annually to Regional Council on these strategic directions.

Purpose

THE PURPOSE OF OUR CURRENT STRATEGIC PLAN, BEYOND 2000, IS TO:

- establish a framework for corporate decision-making that takes into account the ongoing changes in the municipal environment;
- work with our stakeholders and the area municipalities to determine how we can best direct and manage Regional services;
- set goals and strategic directions so that we can develop detailed plans for Regional services that both support *Beyond 2000* and meet the needs of citizens;
- provide a context for measuring success and monitoring our performance.

Beyond 2000 supports the need for Regional staff to draw up detailed business plans, annual budgets and set performance targets. It will allow the Region to manage its resources cost-effectively to meet the needs of citizens in Peel.

A community of communities...

Peel has a unique population blend representing extreme growth in the young people category as well as the senior group.

Partnerships with Peel Regional Police, the Ontario Provincial Police, corporations, conservation authorities, area municipalities, other regions, and community groups are part of the way the Region does business.

Values

OUR CORPORATE VALUES

We value and recognize employees as the 'back bone' of this organization.

As we began to develop the strategic plan, we asked employees to give us feedback on the Region's corporate values. The corporate values that emerged included:

- Integrity
- Respect
- Professionalism
- Leadership

- Innovation
- Development
- Teamwork
- Communication

However, upon further review of the feedback, it became clear that it is important to establish and undertake a consultative process with staff that would define these corporate values.

As a learning organization, the Region of Peel is committed to defining and operationalizing these values.



Chair's Message

On behalf of Peel Regional Council and Regional staff, I am pleased to present our renewed strategic plan, *Beyond 2000: Directions for Peel's Future*.

WHY A STRATEGIC PLAN?

The Region of Peel's Strategic Plan, called *Beyond 2000: Directions for Peel's Future*, is designed to help Council, staff, citizens (everyone who lives and/or works in Peel), and our community partners review Regional services, identify priorities, and plan for the future.

The number of services that the Region must provide or pay for is increasing. More than ever before, we need a co-ordinated plan that is supported by a broad range of interests.

In 1994, Regional Council prepared its original strategic plan. Called *Towards 2000*, it was a tremendous success. We have adopted many of the provisions of that plan by getting approval for the Regional Official Plan, achieving and maintaining a debt-free status, keeping tax and utility rate increases lower than the rate of inflation and ensuring a high quality of life for waste management.

GOVERNMENT IN TRANSITION

As our relationships to federal, provincial and local governments continue to change, we need *Beyond 2000* to help us stay true to our vision for Peel. We can best ensure Peel's high quality of life in the future by adhering to principles of sustainability, including financial, social and environmental management.

This plan recognizes the crucial role of the area municipalities in our efforts to provide efficient and effective services.

The Greater Toronto Services Board (GTSB) legislation introduced in June 1998, provides an opportunity for the Region of Peel to participate in the co-ordination of inter-regional services and infrastructure, such as transit, water, sewer and waste management. It also provides a forum for ongoing discussion of the issues around the pooled costs of Ontario Works (formerly Social Assistance) and social housing. *Beyond 2000* provides the framework for our participation in the GTSB.

I hope you will find *Beyond 2000* a valuable resource as we work to provide the best service to the citizens of Peel Region.

Emil Kolb

Emil Kolb
Peel Regional Chair

HOW WE CREATED THE PLAN

Beyond 2000 was created by Regional councillors, employees and community partners to ensure that we meet the needs of our community beyond the millennium. The plan takes the best of our original plan, enhances it with what we have learned since 1994, and places a stronger emphasis on developing partnerships with all sectors of our community. We believe that the development of partnerships is vital to the continuing success of the Region of Peel in the 21st century.

STRATEGIES FOR SUCCESS

As a learning organization, we are committed to:

- ongoing consultation with our clients and partners to ensure that we are offering the best possible service;
- putting our efforts to the test of performance measurement.

To help us move toward the five goals and act on the 39 strategic directions described in the strategic plan, we have developed measures to show how we are doing. We will report annually to Regional Council on these strategic directions.

Purpose

THE PURPOSE OF OUR CURRENT STRATEGIC PLAN, BEYOND 2000, IS TO:

- establish a framework for corporate decision-making that takes into account the ongoing changes in the municipal environment;
- work with our stakeholders and the area municipalities to determine how we can best direct and manage Regional services;
- set goals and strategic directions so that we can develop detailed plans for Regional services that both support *Beyond 2000* and meet the needs of citizens;
- provide a context for measuring success and monitoring our performance.

Beyond 2000 supports the need for Regional staff to draw up detailed business plans, annual budgets and set performance targets. It will allow the Region to manage its resources cost-effectively to meet the needs of citizens in Peel.

Peel has a unique population blend representing extreme growth in the young people category as well as the senior group.



A community of communities...

Values

OUR CORPORATE VALUES

We value and recognize employees as the 'back bone' of this organization.

As we began to develop the strategic plan, we asked employees to give us feedback on the Region's corporate values. The corporate values that emerged included:

- Integrity
- Respect
- Professionalism
- Leadership

- Innovation
- Development
- Teamwork
- Communication

However, upon further review of the feedback, it became clear that it is important to establish and undertake a consultative process with staff that would define these corporate values.

As a learning organization, the Region of Peel is committed to defining and operationalizing these values.



Mission

OUR MISSION STATEMENT

The Region of Peel plays a leadership role in the provision of services to make Peel a healthy and safe community in which to live and work.

To achieve this mission, the Region of Peel is committed to:

- providing a leadership role to advocate common goals and interests of the entire Region;
- continuously improving our delivery of Regional services, including the building of partnerships;
- operating in an effective and efficient manner while integrating environmental, social and economic responsibilities;
- delivering quality Regional services in a professional, caring and sensitive manner;
- operating in a manner that offers accessibility to Regional services;
- supporting and recognizing employees and volunteers.



Vision

OUR VISION OF PEEL'S FUTURE

Peel region will be a community of communities which values its cultural diversity and unique mix of urban and rural interests and will be committed to nurturing the social, economic and environmental well-being of its citizens.

– Peel's Vision Statement, 1994



Peel's Vision Statement has stood the test of time. We believe that it captures the essence of the kind of community we want to live and work in and the quality of life we want to ensure. The goals and strategic directions in this renewed strategic plan will guide us in making this vision a reality.

The Region of Peel recognizes the important role of area municipalities, community partners and citizens in achieving this community vision.



Our Goals for the Region of Peel

We have organized the plan in five sections. Each section is defined by a goal for the Region that is directly related to our corporate mission for Peel. Under each goal, we have identified "strategic directions": actions that we will take to help us achieve that goal.

OUR GOALS ARE TO:

- 1 contribute to a vibrant and diverse Regional economy;
- 2 provide leadership and encourage co-ordination on matters affecting the quality of the community's health, social well-being and safety;
- 3 assess and manage all aspects of growth within the Region and ensure that social and physical Regional infrastructure is available for planned land uses;
- 4 preserve, protect, and enhance the Region's natural environment and resources;
- 5 be a strong effective regional government.

Some of these goals and strategic directions reflect existing, ongoing efforts and others are new. From a strategic planning perspective all are viewed as critical to the success of the Region.

These goals and strategic directions provide the framework for working with the three area municipalities and other Regional partners to achieve our vision.

These goals and strategic directions also provide the framework for the development of business plans within the departments.



Goal 1

Contribute to a vibrant and diverse regional economy

STRATEGIC DIRECTIONS

- 1.1 Maintain competitive tax and utility rates over the long-term
- 1.2 Maintain an appropriate ratio between the residential and non-residential components of the tax base
- 1.3 Maintain a long-term financial plan for the Region
- 1.4 Promote fair and equitable property tax assessment policies in conjunction with the area municipalities
- 1.5 Pursue innovative alternative delivery systems for Regional services
- 1.6 Continue corporate performance measurement and benchmarking initiatives
- 1.7 Encourage strategies and alliances to promote access to quality employment opportunities in Peel

Complete a Regional asset strategy and reserve funding policy

STRATEGIC DIRECTIONS

- 2.1 Advocate with other levels of government and develop strategies to assist all citizens, especially those most vulnerable, in having their basic needs met

- 2.2 Advocate for the removal of the cost of social housing and social assistance from the property tax base

- 2.3 Advocate for our fair share of federal and provincial government resources to meet the human services needs of Peel

that affect all three municipalities.

These services are supported by corporate functions such as finance, human resources, legal, information technology, communications, and the clerk's office.

Provide leadership and encourage co-ordination on initiatives affecting the quality of the community's health, social well-being and safety

Develop strategies to ensure a better future for children



- 2.4 Assist residents to improve and achieve physical, emotional and social well-being

- 2.5 Promote individual and community self-sufficiency

- 2.6 Ensure the efficient delivery of Regional programs and services that are accessible and free of barriers

- 2.7 Work toward a community in which citizens and property are safe from violence and other forms of crime

- 2.8 Continue to review and respond to Peel's population growth and changing demographics in Regional program design and delivery

- 2.9 Protect, preserve and interpret Peel's cultural heritage in conjunction with the area municipalities



Goal 1

Contribute to a vibrant
and diverse regional economy

STRATEGIC DIRECTIONS

- 1.1 Maintain competitive tax and utility rates over the long-term
- 1.2 Maintain an appropriate ratio between the residential and commercial components of the tax base
- 1.3 Maintain a long-term financial plan for the Region
- 1.4 Promote fair and equitable property tax assessment policies across the area municipalities
- 1.5 Pursue innovative alternative systems for Regional services
- 1.6 Continue corporate performance measurement and benchmarking initiatives
- 1.7 Encourage strategies and alliances to promote access to quality employment opportunities in Peel

Complete a Regional
asset strategy
and reserve funding policy



STRATEGIC DIRECTIONS

- 2.1 Advocate with other levels of government and develop strategies to assist all citizens, especially those most vulnerable, in having their basic needs met
- 2.2 Advocate for the removal of the cost of social housing and social assistance from the property tax base
- 2.3 Advocate for our fair share of federal and provincial government resources to meet the human services needs of Peel

Goal 2

Provide leadership and encourage co-ordination on matters affecting the quality of the community's health, social well-being and safety

Develop strategies
to ensure a better future
for children



- 2.4 Assist residents to improve and achieve physical, emotional and social well-being
- 2.5 Promote individual and community self-sufficiency
- 2.6 Ensure the efficient delivery of Regional programs and services that are accessible and free of barriers
- 2.7 Work toward a community in which citizens and property are safe from violence and other forms of crime
- 2.8 Continue to review and respond to Peel's population growth and changing demographics in Regional program design and delivery
- 2.9 Protect, preserve and interpret Peel's cultural heritage in conjunction with the area municipalities



Goal 3



Assess and manage all aspects of growth within the Region and ensure that social and physical regional infrastructure is available for planned land uses

STRATEGIC DIRECTIONS

- 3.1 Monitor and report on the success of planning directions under the official plans and the provincial policy statement
- 3.2 Assess and manage the financial and social impact of new development in conjunction with the area municipalities
- 3.3 Maintain and promote efficient, effective and environmentally responsible waste management, Regional transportation, wastewater and water supply systems
- 3.4 Advocate for adequate social infrastructure to meet the growing needs in Peel
- 3.5 Optimize the use of existing and planned public infrastructure

Inter-regional and municipal partnerships



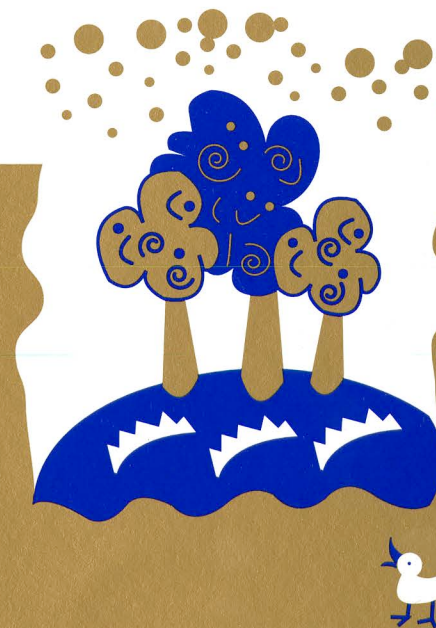
Communicate progress and success

Planned public infrastructure

STRATEGIC DIRECTIONS

- 4.1 Increase awareness of environmental issues and encourage community-based strategies to protect the environment
- 4.2 Advocate for responsible stewardship of Peel's renewable and non-renewable resources
- 4.3 Report regularly on the state of the environment in Peel
- 4.4 Promote and advocate for improved air quality
- 4.5 Identify and protect Peel's important natural features and environmentally sensitive areas in conjunction with the area municipalities

Reduce congestion on regional roads



- 4.6 Participate in watershed planning to maintain the quantity and quality of groundwater and surface water
- 4.7 Promote reduction, reuse and recycling to effectively maximize the diversion of waste

Goal 4

Preserve, protect and enhance the Region's natural environment and resources

Protect Peel's prime agricultural areas



Goal 5

Be a strong effective regional government

STRATEGIC DIRECTIONS

- 5.1 Advocate for federal and provincial partnerships in the funding of Regional programs and services
- 5.2 Minimize overlap of service delivery amongst all levels of government
- 5.3 Implement a communication strategy to increase awareness of the role of Regional government, Regional identity and Regional services
- 5.4 Act as a leader and advocate on issues of Regional concern
- 5.5 Forge and enhance partnerships with public and private sector organizations
- 5.6 Continue to be a centre of innovation and excellence
- 5.7 Continuously improve the quality of customer service
- 5.8 Encourage citizens and organizations to participate in Regional initiatives
- 5.9 Promote participation and involvement of volunteers as valued partners in Regional programs
- 5.10 Continuously improve corporate support services
- 5.11 Support, promote and recognize employees' role and involvement in developing a strong Regional government
- 5.12 Actively participate in the Greater Toronto Services Board to ensure the interests of the Region and the area municipalities are effectively represented



Staff development and training



Commitment to Measurement



The Region of Peel's Vision Statement includes a commitment to nurture social, economic and environmental well-being for all those living and working in Peel.

As we work toward this vision, we need to find out where we are now and how well we are doing. There are two levels to measure our progress and success:

- 1 The corporation's delivery of the strategic directions, and
- 2 The community's well-being

Both levels will provide us with indicators as to where we are and what we need to do to move "*Beyond 2000*".

There are mechanisms already in place to measure our performance, including business plans, activity-based costing, benchmarking, corporate performance measurements and community well-being indicators.

We will continue to incorporate these mechanisms into the design and delivery of Regional programs and services.

CAO's MESSAGE

As the Region's CAO, I am committed to monitoring and communicating the progress of our strategic plan, *Beyond 2000: Directions for Peel's Future* to Regional Council, stakeholders, staff and the citizens of Peel.

For the first time, departmental business plans will be developed within the framework of the five goals and 39 strategic directions outlined in *Beyond 2000*.

The business plans will identify indicators of success. These indicators of success will, in turn, provide the basis for an annual "report card".

The success of *Beyond 2000* depends on the same elements that were essential to the creation of *Beyond 2000*: collaboration and partnership among front-line staff, programs, departments, stakeholders, Regional Council and area municipal staff.

Together, we have created and will implement a strategic plan that will benefit the citizens of Peel Region as we move into the new millennium.

Roger Maloney
Chief Administrative Officer

Access Peel is the Region's "one-stop shopping" facility. It is staffed by customer service representatives who are always happy to help callers obtain information about Regional programs and services.

Access Peel is open between
7:30 a.m. and 5:30 p.m.

Monday through Friday.
(905) 791-7800 ext. 4636

Access Peel

REGIONAL CHAIR Emil Kolb (905) 791-7800 ext. 4310

CITY OF BRAMPTON

Mayor Peter Robertson	(905) 874-2600	
Councillor Rhoda Begley	(905) 874-2689	Wards 8 and 9
Councillor Lorna Bissell	(905) 874-2615	Wards 1 and 5
Councillor Susan Fennell	(905) 874-2634	Wards 3 and 4
Councillor Gael Miles	(905) 874-2671	Wards 7 and 11
Councillor Paul Palleschi	(905) 874-2661	Wards 2, 6, and 10

CITY OF MISSISSAUGA

Mayor Hazel McCallion	(905) 896-5555	
Councillor Carmen Corbasson	(905) 896-5100	Ward 1
Councillor David Culham	(905) 896-5600	Ward 6
Councillor Frank Dale	(905) 896-5400	Ward 4
Councillor Cliff Gyles	(905) 896-5500	Ward 5
Councillor Nando Iannicca	(905) 896-5700	Ward 7
Councillor Katie Mahoney	(905) 896-5800	Ward 8
Councillor Patricia Mullin	(905) 896-5200	Ward 2
Councillor Maja Prentice	(905) 896-5300	Ward 3
Councillor Pat Saito	(905) 896-5900	Ward 9

TOWN OF CALEDON

Mayor Carol Seglins	(905) 584-2272	
Councillor Christine Cooper	(905) 951-0345	Ward 5
Councillor Marolyn Morrison	(905) 838-2887	Ward 2
Councillor Ian Sinclair	(519) 927-5689	Ward 1
Councillor Richard Whitehead	(905) 880-0911	Wards 3 and 4

REGION OF PEEL

General Inquiries (905) 791-7800
Web site <http://www.region.peel.on.ca>

Region of Peel
(905) 791-7800

Office of the
Chief Administrative Officer
(905) 791-7800 ext. 4311

Child Care Info Peel
(905) 890-9432

Health Line Peel
(905) 791-7800 ext. 7401

Ontario Works in Peel
(formerly Social Assistance)
(905) 793-9200 ext. 7145

Peel Living
(905) 453-2500

Public Works 24-Hour
Emergency Services
(905) 791-7800

Regional Clerk
(905) 791-7800 ext. 4545

Regional Planning
(905) 791-7800 ext. 4347

Wasteline
(905) 791-9499

Caledon residents call
the Region of Peel toll-free
(905) 584-2216